

8 September 1988

MEMORANDUM FOR: Director, Intelligence Community Staff

FROM:

Chairman, DCI Foreign Language Committee

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SUBJECT: Concepts for Implementing a Community-wide Foreign Language Program

1. Problem: Recent events underscore that part of the National Foreign Intelligence Strategy which notes, "...the Intelligence Community needs to do a better job at training the people it already has on board. Language training should be given high priority."

2. In the case of the INF inspectors, the Community was, and still is, able to identify only a few personnel with sufficient Russian language skills to optimize their service as inspectors overseas or as escorts at home.

3. More broadly, we know that the number of personnel with language skills sufficient for effective intelligence work continues to be inadequate. Traditional classroom programs do not typically bring students to the skill level required for their job.

4. We believe that, in order to meet immediate requirements related to the INF Treaty and longer term requirements involving our relations with European and Third world nations, the Intelligence Community needs a coordinated, strategic foreign language program.

5. Proposed Solution: We propose a community-wide foreign language program that will initially provide for:

- a. Russian language training to support the INF (and, later, START) and;
- b. Total immersion language training for IC officers at the conclusion of regular classroom instruction.

6. The attachments outline the actions and funding necessary to begin implementing these initiatives.

Chairman

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### Russian Language Program for INF Inspectors

Purpose: to offer Russian language training and materials to prepare INF Inspectors for support to the INF Treaty and other arms control efforts.

#### Tasks:

- survey and debrief inspectors to identify requirements for developing training and materials.
- identify independent, INF-related language efforts currently underway within the Community,
- integrate fragmented efforts into a coherent, Community-wide program.
- design and develop job-specific instructional packages in Russian for:
  - survival skills training;
  - intermediate and advanced level classes; and,
  - total immersion simulations.
- build an inter-agency database of academia, commercial and community services for interpreting, translating, and training.

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#### Organization and Accountability:

- create an inter-agency INF working group subordinate to the Foreign Language Committee to set up, implement, and monitor the Russian language program (members on this working group would be of sufficient rank to make authoritative decisions for their agencies).
- implement budget and activities of working group through the Chairman, Foreign Language Committee and report to DCI.

#### Facility:

- use existing community facilities; or,
- lease space in a central location.

#### Assignments:

- contractors are to develop generic, unclassified materials.
- staff from community agencies and cleared contractors are to develop job-specific classified materials and conduct training.

### Total Immersion Programs for IC Officers

Purpose: to offer domestic and in-country total immersions at the conclusion of existing instructional programs in order to bring students to the full, professional level of language proficiency.

#### Tasks:

- coordinate with community to identify critical needs for total immersion (for example, NSA is looking to conduct Korean; CIA needs Spanish, French, and German).
- develop criteria for selecting languages in which to conduct total immersions.
- develop criteria for selecting students for total immersions.
- identify and evaluate total immersion opportunities currently available in academia, in the community, and commercially.
- design job-related and cost-effective immersions that include:
  - academic study, as appropriate;
  - evening/weekend sessions coordinated by agency instructor;
  - students living with local families, where possible;
  - pre/post immersion testing and evaluation of program effectiveness.

#### Organization and Accountability.

- Appropriate Community Agencies (i.e., FSI and CIA) would draw on their experience to design and develop a prototype total immersion program for the Community, which members would then review and tailor to meet their needs.
- implement budget and program activities through the Foreign Language Committee and submit evaluation report to the DCI.

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